

The Peter F. Drucker and Masatoshi Ito
Graduate School of Management
Claremont Graduate University

MGT 401 (TNDY 401k)
Global Strategy and Trade

St. Peter's College, Oxford University
Summer 2009 (Sunday July 19 – Thursday July 30)

Faculty:

Professor Cornelis A. de Kluyver
Professor Emile Pilafidis
Visiting Lecturers

Contact information: please email Prof. Pilafidis at **emile.pilafidis@cgu.edu**
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Note:

1. A planning session to be held Thursday **April 15, 5:30 – 6:30 PM in Burkle 14.**
2. The first class session will be held on the CGU campus on **Saturday June 6, 9AM-4PM (Burkle 12)** (A light lunch will be served)

Introduction

This year's Global Strategy and Trade course, to be held at St. Peter's College, Oxford University, will be a 12-day intensive program on the multi-dimensional aspects of globalization and corporate global strategy. The program takes place from Sunday, July 19 to Thursday, July 30, 2009. The course will carry four units of credit (a limited number of opportunities exist to extend credit to six units through independent study). The focus of the course will be on formulating and implementing global strategies in the context of evolving social, legal, political and trade environments, in the dramatically changing global marketplace. Current trade developments and strategic issues in the European Union will be emphasized.

The program includes guest lectures, field trips to local companies, and a variety of cultural and social events.

Course Overview and Purpose

Multinational corporations account for about half the productive wealth in the industrialized world. Unlike purely domestic companies, which operate in a single national environment where consumer preference, government policies and regulations, and labor union demands are relatively consistent and predictable and where competition is bounded within a single, familiar market and

overall performance is measured in one comparable unit, the local currency, *multinational corporations* (MNCs) face diverse and often conflicting demands and pressures. They must deal with barriers of distance and time, differences in language and culture, and different types of risk. They must compete on a complex, global playing field. Furthermore, MNCs are required to measure results with a flexible yardstick as the values of currencies fluctuate against each other.

In some instances, firms choose to confront these challenges when they make the decision to expand internationally. In many instances, however, firms have these challenges thrust upon them as their industries become increasingly global in scope. This is especially true for countries that are rapidly opening up their borders. For these firms, global competition is not an option but a necessary survival response to a changing world.

(Transdisciplinary) Course Objectives

(1) To help MBA, EMP, TNDY, and other CGU and Claremont Consortium students develop an understanding of the political, economic, legal, and social dimensions of globalization as they impact strategy formulation and international trade.

(2) To examine the process of global strategy formulation and related managerial issues of implementation in an international setting, with particular emphasis on a European context.

(3) To expose students to the unique expertise developed at Oxford University on various European Union topics.

Course Coverage

This course focuses on the challenges of developing and implementing strategies in global industries. The aim of the course is to provide participants with a conceptual and practical understanding of the *strategic* and *organizational* challenges of multinational corporate management. The types of questions that we address are: What is the essence of what we call "globalization"? What differentiates a "global" from a "multi-domestic" company or industry? How can we size up global opportunity? How do we formulate strategy in a global context? Why and when do/should companies engage in cross-border strategic alliances or mergers and acquisitions? What are the associated risks and how can we guard against them? What potential roles do foreign subsidiaries play in the MNC's global strategy? How do companies choose an optimal global structure? How do companies ensure coordination between the headquarters and its subsidiaries, and among subsidiaries? How do companies manage strategic change from one type of global strategy to another? And how do we create and sustain competitive advantage in a global setting?

Dr. de Kluyver's lectures are organized in six sessions; the first session is held in Claremont on June 6; the remaining five sessions are part of the Oxford class schedule:

(1) What is Globalization?

- (2) Industry globalization and the international product life cycle; the unconventional tactics of global challengers
- (3) Dimensions of global strategy formulation
- (4) Global marketing and global branding
- (5) Implementation: Different companies, different cultures
- (6) Ethics: the new compact between business and society and global corporate governance

The course necessarily involves discussion of the vast differences among countries and the effects of government policy on international trade and competition. However, these elements are taken as a given, much as managers take as given the context of the economies in which they operate. As such, the course is not intended for government policymakers seeking to design macro- or micro-economic or industrial policy.

In addition, while we will look at issues of infrastructure and unique characteristics of individual countries, this is not an international business course that will teach you everything you need to know about doing business in Europe or developing countries. It is not a course on "how-to" do business abroad, covering the details of setting up overseas subsidiaries, or the laws on licensing. The course assumes that tactical details of implementation are addressed elsewhere, and focuses on the strategic issues that arise when firms compete across borders.

Finally, this is not a course on international finance or international marketing. We will discuss financial transactions, such as hedging, when relevant, and we recognize that financial issues, particularly exchange rate and economic conditions, do affect strategic choices. Similarly, details of market positioning and marketing campaigns across countries will be addressed when relevant to the larger global strategy of the firm. However, the focus is on the general manager who is sufficiently well informed about financial and marketing issues that he or she can incorporate them into strategic decisions without having to master their technical details.

The Global Strategy and Trade course is designed for every student who will be involved in managing and advising companies that either compete internationally or that face international competitors. The course takes the firm which operates across borders as its unit of analysis, and the typical featured decision-maker is a senior manager within a multinational.

Course Requirements

- **In the Classroom**

Our expectation is that you will come to the class having already read the assigned background reading(s) and already thought through and analyzed the case study, if applicable. This way, we can devote the bulk of the class time to thinking about and

responding to each other's analyses of the cases and only the necessary minimum to getting the facts out.

We encourage active student participation in class and take class participation into account in determining course grades. If you are inadequately prepared to lead off the discussion of a particular reading or case, you may: (1) ask before class not to be called on, (2) pass when you are called, (3) "wing it.", or (4) faint. These actions are listed in decreasing order of attractiveness.

Our role in the class is to help facilitate discussion. In part, we serve as clarifiers and sometimes as intensive questioners in order to help you present and develop your ideas. One of our primary roles is to manage the class process and to assure that we collectively reach a clear understanding of the issue at hand.

Clearly, there is no single correct solution to any of these cases. There are, however, wrong solutions and many lessons to be learned. There also is such a thing as weak analysis. Finally, there are solutions and analyses which are ineffective because they are not presented in an orderly and persuasive fashion. We should work together to see to it that each class session is a lively, stimulating, and intellectually rewarding venture in group learning. We are individually and collectively responsible for achieving that end.

Each case has its own integrity and, thus, it stands on its own. You may draw on personal experiences if you believe they are substantive, insightful, and generalizable. Generally, we are not concerned with what was the actual outcome of the case. Such an approach would imply that there is a "right answer". The actual outcome of a situation may or may not reflect a good solution. In those instances where there was a particularly interesting outcome, it will be shared with the class.

- **Written Assignments**

For Professor de Kluyver's sessions:

Each student is required to hand in **one case write-up**. This is a **four-page, double spaced**, (minimum font size = 12 pts.) paper answering the case questions assigned in the syllabus. The write-up is due at the beginning of the class session at which that case is discussed, and students doing the case write-up are expected to take the lead in the class discussion that day. The possible case choices are: (1) Global Wine Wars – New World Challenges Old; (2) Whirlpool, (3) Samsung, and (4) Philips (The Nike case is not available for this option. Papers will be graded on the basis of their thoroughness, accuracy, clarity, conciseness, organization and application of the principles and tools learned in this course.

For Professor Pilafidis' sessions:

Written assignments for **four cases** (up to 2 pages for each case) are listed below in the “Course Schedule/Daily Assignments” section.

Course policies

Because of the intensive nature of the course, full attendance and preparation for class are expected and will be taken into account in the grading process. It is the student's responsibility to prepare for class, turn in assignments as required, and work on group assignments in or outside of class. No make-up exams or assignments will be given except in the most extraordinary conditions.

Course grades will be determined on the following basis:

- Class Participation 40%
- Individual Written Assignments 30%
- Final Team Project/Presentation 30%

Course Pack (Required)

The course packet contains all the readings and cases. You should not research cases on the internet, in the library, or through personal contacts to find out "what happened" or "what the answer is." The learning in this course focuses more on the thought process in analyzing global business situations, not just on the "solutions" per se.

The course pack includes readings and cases selected by Professor de Kluyver and Professor Pilafidis; MBA and CGU students must buy it at Huntley Bookstore.

(Additional) Recommended Reading

- *Hot, Flat and Crowded: Why We Need a Green Revolution — and How It Can Renew America*, by Thomas L. Friedman, Farrar, Straus & Giroux, 2009
- *The World Is Flat: A Brief History of the Twenty-first Century*, by Thomas L. Friedman, Farrar, Straus & Giroux, 2005 and 2007 (expanded edition)
- *Globalization and its discontents*, by Joseph Stiglitz, Penguin Books, 2002,
- *The Globalization Reader*, Frank J. Lechner and John Boli (eds), Second Edition, Blackwell Publishing, 2004

(Recommendation: For all of these books, AMAZON has cheap, used copies)

Logistics

The first planning session will be held in Claremont, at the Drucker School in Burkle 14, on Thursday April 15 from 5:30 – 6:30 PM.

Two regular class sessions will be held in Claremont in Burkle 12, on Saturday June 6. In the first (from 9 AM to 12 PM, followed by a light lunch). Professor de Kluyver will provide an overview of the subject of globalization.

In the second (from 1-4 PM), Professor Pilafidis will discuss the team assignment involving the development of a Research Report on a selected EU topic..

Students should arrive in Oxford at St. Peter's College on Saturday, July 18, or early on Sunday, July 19. Rooms will be available after 3:00 PM on Saturday. The program begins officially on Sunday, July 19 with a tour, followed by a reception and barbecue dinner.

(For more information about Oxford, see "Useful websites about Oxford" on page 16).

Course Schedule - Overview

- **In Claremont:**

Thursday April 15, planning session, 5:30 PM – 6:30 PM
Saturday June 6, class sessions 9 AM – 12 PM (followed by a light lunch),
and 1 PM - 4 PM

- **First week in Oxford:**

Mornings: Lectures and case discussions on Globalization, Global Strategy, and Corporate Governance by Professor Cornelis A. “Kees” de Kluyver.

Field Trips: HSBC and another TBD corporate visit in London, Oxford Tour.

Afternoons: Guest lectures by Oxford Professors and others on the European Union, European Cultures, the European Consumer, and specific aspects of Globalization.

Evenings: High-Table program and Presentation, Group Photograph, and Oxford community events

- **Second Week:**

Mornings: Lectures and case discussions on Global Strategy Formulation and Implementation by Professor Emile Pilafidis, and student presentations to a faculty panel.

Field Trips: Automotive Plant visit (tentatively BMW-Mini), Oxford area, and Theater.

Afternoons: Guest lectures, student presentations to faculty panel.

Evenings: High Table program and lecture, Oxford community events, and Farewell Banquet.

Note: Plan to depart St. Peter’s College on Friday morning, July 31.

Course Schedule/Daily Assignments

- **Thursday (4/15, 5:30 PM – 6:30 PM) in Burkle 14:** Planning session, conducted by Profs. de Kluyver and Pilafidis.
- **Saturday (6/6, 9 AM -12 PM) followed by a light lunch. In Burkle 12:** Course Introduction; Global tectonics and the emerging global context (de Kluyver)

Readings:

The Competitive Advantage of Nations, M.E. Porter, *Harvard Business Review*, March-April, 1990. (Reprint 90211)

Clusters and the New Economics of Competition, M.E. Porter, *Harvard Business Review*, Nov-Dec 1998 (Reprint 98609)

The New World Disorder, by Nicolas Checa, John Maguire, and Jonathan Barney, *Harvard Business Review*, August, 2003, pp. 71-79. (Reprint R0308E))

- **Saturday (6/7, 1 - 4 PM). In Burkle 12:**

Discuss team assignment regarding a Research Report of a European Union topic (and a TNDY team project).

Announce and finalize project teams, introduce topic assignments, along with expected deliverables.

Review research methodology, data analysis and synthesis, and development of findings.

Team organizational meetings.

- **Monday (7/20): Industry globalization and the international product life cycle; the Unconventional Tactics of Global Challengers (de Kluyver)**

Case

Global Wine Wars: New World Challenges Old (A) (9-303-056)
(The (B) case (9-304-016) to be handed out in class)

Questions:

(1) How did the French become the dominant competitors in the increasingly global wine

industry for centuries? What sources of competitive advantage were they able to develop to support their exports? Where were they vulnerable?

(2) What changes in the global industry structure and competitive dynamics led France and other producers to lose market share to challengers from Australia, the United States and other New World countries in the late twentieth century?

(3) What advice would you give to the French Minister of Agriculture? To the head of the French wine association? To the owner of a medium-sized well-regarded Bordeaux vineyard making premium wines?

(4) What advice do you have for South African government officials? wine producers?

Reading

Strategic Intent, Gary Hamel and C.K. Prahalad, *Harvard Business Review*, May-June 1989, pp 63-77. (Reprint R0507N)

- **Tuesday (7/21): Global strategy formulation (de Kluyver)**

Case

Whirlpool Corporation (9-391-037)

Questions

(1) Should Whirlpool go into Europe at this time? Why or why not?

(2) Can Whirlpool really gain significant competitive advantage from becoming a global player? How?

(3) What does Whirlpool bring to the table? Is Philips a good partner? Why?

Reading

Strategy: A View From the Top, de Kluyver, Cornelis A. and John A. Pearce II, Third Ed., Chapter 8 – Global Strategy Formulation, Prentice Hall, 2009

- **Wednesday (7/22): Global marketing and branding (de Kluyver)**

Case

Samsung Electronics Company: Global Marketing Operations (9-504-051)

Questions

- (1) What are the ingredients of SEC's corporate turnaround strategy?
- (2) How strong is the Samsung brand? Can it pass Sony in terms of recognition/ranking?
- (3) As Chief marketing officer, what are Kim's role and responsibilities? How has he built his influence?

Reading

How Global Brands Compete, Holt, Douglas B., John Quelch, and Earl L. Taylor, *Harvard Business Review*, Sept. 2004, (Reprint R0409D)

- **Thursday (7/23): Implementation: Different Companies, different cultures (de Kluyver)**

Case

Philips vs. Matsushita – A New Century, A New Round (Harvard 9-302-049)

Questions

- (1) How did Philips become the leading consumer electronics company in the world in the post war era?
- (2) What distinctive competence did they build? What distinctive incompetencies?
- (3) How did Matsushita succeed in displacing Philips as No. 1.
- (4) What were its distinctive competencies and incompetencies?
- (5) What do you think of the change each company has made to date – the objectives, the implementation, the impact?
- (6) Why is change so hard for both of them?

Readings

In Search of Global Leaders, Stephen Green, Fred Hassan, Jeffrey Immelt, Michael Marks, Daniel Meiland, *Harvard Business Review*, August 2003, Reprint R0308B

What is a Global Manager, Christopher A. Bartlett and Sumantra Ghoshal, *Harvard Business Review*, Special Issue, August 2003, Reprint R0308F

- **Friday (7/24): Visit to London (lectures at HSBC and another corporate site)**

- **Saturday (7/25): Ethics: The new compact between business and society and global corporate governance (de Kluyver)**

Case:

Hitting the Wall: Nike and International Labor Practices (9-700-047)

Questions:

- (1) Does Jeff Ballinger have a convincing argument about Nike? Does Nike have a convincing response?
- (2) How well has Nike handled the publicity surrounding its labor practices?
- (3) What is a “fair wage” in Vietnam? How should Nike think about it?

Readings

The End of Corporate Imperialism, C.K. Prahalad and Kenneth Lieberthal, *Harvard Business Review*, August, 2003 (Reprint R0308G)

When Social Issues Become Strategic, Sheila M. Bonini, Lenny T. Mendonca, and Jeremy M. Oppenheim, *McKinsey Quarterly*, (2006), 2, p. 30

McKinsey Global Survey of Business Executives: Business and Society, *McKinsey Quarterly* (2006), 2. p. 33

- **Monday (7/27): Topic (A): Global Strategy Formulation and Implementation
Managerial issues in Cross-border M&As (Pilafidis)**

Readings

“Beyond Offshoring: Assess Your Company’s Global Potential”, HBR (Dec, 2004),
Competitive Strategy

“Distance still matters: The Hard Reality of Global Expansion”, HBR, (Sep, 2001)
Business & Government

“Going Global: Lessons from Late Movers”, HBR, (Mar, 2000) Business & Government

“Dancing with Gorillas: How Small Companies Can Partner Effectively with MNCs”,
California Management Review, (Nov, 2008) General Management

Discussion

Class discussion of selected managerial issues in the global economy, and of key take-aways from the above readings.

Case

Oil and Wasser (HBR Case Study and Commentary), HBR, (May, 2004), Competitive
Strategy

Questions:

(1) What key ideas from the case commentaries do you support and why?

Written Assignment: A 2-page paper is due by June 26, addressing the case question
above.

- **Monday (7/27): Topic (B): Global Strategy Formulation and Implementation
Expatriate Careers (Pilafidis)**

Case

Riding the Celtic Tiger (HBR Case Study and Commentary) HBR, (Nov, 2005),
Organization Behavior & Leadership

Questions

(1) Should John Dooley choose country or company? Compare your views to the case
commentaries and state supporting rationale.

Written Assignment: A 2-page paper is due by June 26, addressing the case question above.

- **Tuesday (7/28): Morning: Automotive plant visit (tentative BMW-Mini at Cowley)
Afternoon & Evening: Visit Oxford area sites attend Theatre**

- **Wednesday (7/29): Global Strategy Formulation and Implementation
Aspects of Structure, Systems, and Human Resource Policies on Business Strategy
(Pilafidis)**

Case (A)

Solvay Group: International Mobility and Managing Expatriates, HBS, (Feb, 2009)
Organizational Behavior & Leadership.

Questions:

- (1) What do you think Marcel Lorent's decisions should be for each of the four expatriate managers? Why?
- (2) How do you suggest MNCs measure the ROI of international mobility of managers?

Written Assignment: A 2-page paper is due by June 26, addressing both case questions above.

Case (B)

Coloplast A/S – Organizational Challenges in Offshoring, HBS (Jul. 2008) General
Operations Management

Questions:

- (1) What significant organizational changes may Allan Rasmussen suggest are crucial for Coloplast in order to exploit the full potential in Hungary? What might be major areas of push back?
- (2) Is Coloplast ready to do a major offshoring project in China? Why? Why not?

Written Assignment: A 2-page paper is due by June 26, addressing both case questions above.

NOTE: All case papers for Professor Pilafidis are due by June 26. Please send to: emile.pilafidis@cgu.edu

Final Project Deliverables

- **Thursday (7/30): Final team project/presentations: (de Kluyver & Pilafidis)**

A team project/presentation (PowerPoint & support information) in the form of a Research Report on a selected EU related topic, accounts for 30 percent of the grade for the course.

Each project team is to develop and present such a Research Report on an agreed upon EU related topic per the following guidelines:

Report: Develop a Research Report on a EU related topic, such as: Carbon Trading, Banking Crisis in Iceland and beyond, EU Merger and Acquisition rules, EU Accounting rules and standards, etc..

The report should address historical perspectives, current developments, and implications for EU and other MNCs..

The report should conclude with specific managerial implications for doing business in Europe and actionable recommendations for MNCs..

A few of the important questions to be addressed by your report/presentation include:

- (1) What are EU historical perspectives on this topic?
- (2) What is the current situation and developing trends regarding the issue?
- (3) Who are the stakeholders, what are their interests, and what pressure points are present?

- **Presentation: Please plan on a 30-minute presentation and a 15-minute Q&A per team**

Document: An electronic copy of each team's report/presentation is due to the faculty at the time of the presentation in Oxford.

Note: Project Teams and company/industry assignments will be announced during the June 6 class sessions in Claremont. You are strongly encouraged to largely complete your team project prior to your arrival in Oxford.

- **TNDY PhD Student Team Project and Presentation**

Research: At the June 6 class session in Claremont, Professor de Kluyver will assign to the team of TNDY PhD students, a EU oriented transdisciplinary research topic. Team members are to collaborate on the assigned topic through individual and coordinated research and preparation (facilitated by Claremont Conversations). The TNDY student team is to prepare and then present in class in Oxford a report on this research, or a comprehensive research paper proposal.

Presentation: Please plan on a 45-minute presentation and a 15-minute Q&A.

Document: An electronic copy of the TNDY team's report/presentation is due to the faculty at the time of the presentation in Oxford.

- **NOTE:** The following companion documents will be published by St. Peter's College, Oxford University (we expect to hand them out at the April 15, 5:30-6:30 PM, meeting):

(1) Joining Instructions (administrative and logistics information)

(2) Detailed two-week program, including information on the Distinguished Guest Lecturers

Websites

www.oxford.gov.uk/tourism/
www.oxfordcity.co.uk
www.ox.ac.uk/
www.dailyinfo.co.uk more complete restaurant listings and events
www.ashmolean.org Ashmolean Museum, formerly the Ashmolean Library
www.Oxford-info.com/University.htm
www.cotswolds-calling.com
www.oxfordcity.co.uk/oxford/home_travel_tourism_history.html
wpp.river-thames.com
www.visitoxford.org/ great site!

If you wish to stay extra nights, a Bed & Breakfast listing:
www.lanierbb.com/England,_U.K./Oxford/index.html

Resources

<http://www.economist.com/>
www.eurunion.org
www.questia.com/Index.jsp?CRID=European_union&OFFID=se1&KEY=European_union
www.wto.org
docs.lib.duke.edu/igo/guides/ngo/
library.uncc.edu/display/?dept=reference&format=open&page=68
globaledge.msu.edu/ibrd/ibrd.asp
www.imf.org/external/np/exr/ib/2000/041200.htm

Faculty

Prof. Cornelis A. “Kees” de Kluyver

Cornelis A. “Kees” de Kluyver is the Masatoshi Ito Professor of Management at the Peter F. Drucker and Masatoshi Ito Graduate School of Management at Claremont Graduate University. From 2000-2006 he served as the Henry Y. Hwang Dean of the School and as Executive Director of the Peter F. Drucker Research Library and Archives.

His professional experience includes over thirty years in academe and management consulting. Prior to coming to Claremont Graduate University, he was Dean and Professor of Management at the School of Management at George Mason University, in Fairfax, Virginia. Earlier academic positions include appointments as Professor of Business Administration at the Colgate Darden Graduate School of Management at the University of Virginia, as Associate Professor of Management at the Krannert Graduate School of Management at Purdue University, and as Senior Lecturer in Operations Research at the University of Canterbury, Christchurch, New Zealand.

For several years he was a partner with Cresap Management Consultants, a Towers Perrin Company, in the firm’s strategy and organizational effectiveness practice. In this position, he served a wide range of clients in the high technology and service industries on a range of strategy issues including the globalization of multinational operations. Current and former client companies include AKZO Nobel Corporation (The Netherlands), Fluor Corporation, American Home Products Corp., Hewlett-Packard Corp., Allen Bradley Corporation, Rockwell Collins, Inc., AT&T, Digital Equipment Corporation, Westinghouse Electric Corp., Dow Corning, Ciba Geigy, and Allied Corp.

Dr. de Kluyver also advises and is or was a member of a number of corporate and non-profit boards. He was a member of the first Blue Ribbon Commission on Executive Compensation convened by NASD, which focused on developing standards for stock option grants. He served on an Advisory Board convened by Institutional Investor, Inc., which dealt with governance changes in the Asset Management Industry, and advises non-profit organizations on governance-related issues. Current and past governance client organizations include Blue Cross and Blue Shield of North Carolina, the Pasadena Tournament of Roses, and a number of foundations and local non-profit organizations.

Dr. de Kluyver's areas of research include global strategy and corporate governance. He has published extensively and his writings can be found in such journals as Management Science, the Journal of Marketing Research, the European Journal of Operational Research, the Sloan Management Review, and Long Range Planning. He has written several books including STRATEGY: A VIEW FROM THE TOP (with John A. Pearce II, published by Prentice Hall, in its third edition and translated in Spanish, Portuguese, Japanese, Korean, and Chinese) and A PRIMER ON CORPORATE GOVERNANCE (Business Expert Press, 2009)

He is a frequent speaker to professional audiences, and holds a Ph.D. in Operations Research from Case Western Reserve, an MBA for the University of Oregon and undergraduate degrees from the University of Oregon and the Netherlands School of Business.

Prof. Emile Pilafidis

Professor Emile Pilafidis teaches Management Consulting Practicum/Experiential Learning courses at the University of California, Irvine, Paul Merage School of Business, in the Full Time MBA and Fully Employed MBA programs.

He is also affiliated with The Peter F. Drucker and Masatoshi Ito Graduate School of Management at the Claremont Graduate University, where he teaches Strategy, International Management, and Management Consulting MBA courses.

Professor Pilafidis has also taught MBA management courses overseas, in Singapore, Greece, and the U.K.

Dr. Pilafidis has conducted over 70 consulting assignments for major corporations, guiding MBA student teams on strategic issues, as well as other consulting engagements.

He earned his BS in Engineering Physics at Miami University, Oxford, Ohio, his MS in Mechanical Engineering at the University of Cincinnati, his MBA in International Management also at the University of Cincinnati, and his PhD in Executive/Strategic Management at the Peter F. Drucker Graduate School of Management, Claremont Graduate University.

He is an experienced executive, having served with three multinational firms in the US and Overseas, in engineering, business planning, operations, and product management positions, as well as in senior management.

Dr. Pilafidis is a member of the Academy of International Business, and the Academy of Management.
